

PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010 DUTIES ON PUBLIC BODIES TO PROVIDE INFORMATION

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CARE INSPECTORATE

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1. Public Relations Expenditure 2018/19

Category	£
In-house staff costs	120,320
Consultants	0
Other PR expenditure	78,773
Total	199,093

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	13,708	Entries in communications guides & social media
Publications & printing	16,656	Design & print of materials of public relations and informational materials
External events	23,783	Attendance and exhibition stands at events
Media relations	24,626	Including press releases & dealing with media queries
Total	78,773	

2. Overseas Travel Expenditure 2018/19

Post Title	Country	Event	Amount £
Executive Director of Strategy and Improvement	Holland	IHI/BMJ International Forum on Quality and Safety in Healthcare	182
Executive Director of Scrutiny and Assurance	Holland	IHI/BMJ International Forum on Quality and Safety in Healthcare	1,220
Chief Inspector Adult Services	Holland	IHI/BMJ International Forum on Quality and Safety in Healthcare	1,120
Head of Improvement Support	Holland	IHI/BMJ International Forum on Quality and Safety in Healthcare	1,046
Health Improvement Manager	Poland	The European Wound Management Association Conference	447
Executive Director of Scrutiny and Assurance	Denmark	EPSO Conference	666

Post Title	Country	Event	Amount £
Service Manager Adult Services	Denmark	EPSO Conference	738
Chief Executive	Denmark	EPSO Conference	520
Executive Director of Scrutiny and Assurance	Holland	International Conference on Integrated Care	318
Chief Inspector Strategic Scrutiny	Holland	International Conference on Integrated Care	222
Service Manager Strategic Inspection (Adults)	Holland	International Conference on Integrated Care	143
Executive Director of Strategy and Improvement	Denmark	Visit to Danish Patient Safety Authority	265
Strategic Inspector Children and Involvement Adviser	Spain	ESN Conference	965
Inspection Volunteer	Spain	ESN Conference	408
Executive Director of Strategy and Improvement	Spain	ESN Conference	503
Service Manager Strategic Inspection (Adults)	Bulgaria	EPSO Conference	447
Chief Inspector Strategic Scrutiny	Bulgaria	EPSO Conference	447
Total			9,657

3. Hospitality Expenditure 2018/19

Category	£
Catering for Meetings with External Attendees	6,759
Total	6,759

The above may include teas and coffees which could not be separately identified. Hospitality also excludes any hospitality which may have been included within day delegate rates for training & development events. Hospitality for training and development events is only provided where the attendees could otherwise claim subsistence allowances.

4. Consultancy Expenditure 2018/19

The expenditure detailed below satisfied the three-part test that determines whether a service is defined as consultancy as per the Scottish Government's consultancy procedures.

Supplier	Details	ICT £	Financial £	General Business Management £	Total £
NVT	ICT Consultancy	42,752			42,752
ukActive	Care about Physical Activity (CAPA) evaluation			36,884	36,884
iESE Transformation Ltd	Support Services Review			26,055	26,055
Anderson Anderson & Brown Ltd	ICT shared services review			6,990	6,990
WJB Chiltern Plc (part of BDO Stoy Hayward LLP)	Tax advisory services		5,301		5,301
Bob Laventure	CAPA consultant			2,835	2,835
Beamans Limited	Job evaluation services		969		969
		49,742	6,270	65,774	121,786

5. Single Payments over £25,000

There were 70 single invoices exceeding £25,000 in value totalling £4,831,389.82.

Invoice Date	Supplier	Subject Matter	Payment Amount £
06-Apr-18	Aberdeen City Council	Property Costs	54,142.00
17-Jul-18	Aberdeenshire Council	Staff Costs	82,076.75
05-Apr-18	Brian Johnstone Insurance Brokers	Motor Insurance	25,142.40
23-May-18	BT Global Services - Receipting Department	Telephony	45,954.12
29-Oct-18	C & W Assets Limited	Property Costs	31,974.00
13-Dec-18	Capito Limited	ICT	59,276.40
23-Apr-19	Capito Limited	ICT	60,183.60
13-Aug-18	Cornerstone OnDemand Limited	Training	80,100.00

Invoice Date	Supplier	Subject Matter	Payment Amount £
31-Mar-19	Corporate Travel Management (North)	Travel	33,042.12
31-Jan-19	Corporate Travel Management (North)	Travel	38,173.59
31-Aug-18	Corporate Travel Management (North)	Travel	36,182.04
31-Dec-18	Corporate Travel Management (North)	Travel	27,750.17
28-Feb-19	Corporate Travel Management (North)	Travel	34,523.14
31-Oct-18	Corporate Travel Management (North)	Travel	52,819.30
30-Nov-18	Corporate Travel Management (North)	Travel	52,566.36
30-Sep-18	Corporate Travel Management (North)	Travel	42,261.56
10-Oct-18	Flexiform Business Furniture Limited	Furniture	36,292.75
11-Jan-19	Fruition Partners UK Ltd	ICT	31,968.00
15-Mar-19	Gresham Office Furniture Ltd	Furniture Costs	49,605.60
28-Feb-19	Gresham Office Furniture Ltd	Furniture Costs	38,621.28
01-Mar-19	Hartnell Taylor Cook LLP	Property Costs	50,810.10
06-Mar-19	Healthcare Improvement Scotland	Staff Costs	43,426.22
30-Oct-18	HM Revenue & Customs (HMRC)	VAT	76,727.27
09-Apr-18	HM Revenue & Customs (HMRC)	VAT	96,498.11
02-May-18	HM Revenue & Customs (HMRC)	VAT	50,527.20
29-Oct-18	Ideal Networks Limited	Telephony	183,935.83
22-Oct-18	iESE Transformation Ltd	Administration	26,055.40
31-Oct-18	Insight Direct UK Limited	ICT	69,848.28
13-Mar-19	Insight Direct UK Limited	ICT	247,821.11
20-Aug-18	Jones Lang La Salle Limited	Property Costs	38,170.80
21-Nov-18	Jones Lang La Salle Limited	Property Costs	38,170.80
21-May-18	Jones Lang La Salle Limited	Property Costs	38,170.80
23-Jul-18	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
16-Oct-18	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
21-Jan-19	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
17-Apr-18	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
07-Oct-18	nuVideo Limited	ICT	35,112.00
05-Jun-18	PA Consulting Services Limited	Professional Fees	120,000.00
14-Dec-18	PA Consulting Services Limited	Professional Fees	45,750.04
09-Jan-19	PA Consulting Services Limited	Professional Fees	33,389.72
23-Aug-18	PA Consulting Services Limited	Professional Fees	120,000.00
12-Feb-19	PA Consulting Services Limited	Professional Fees	56,743.62
04-Oct-18	PA Consulting Services Limited	Professional Fees	97,272.17
01-Nov-18	PA Consulting Services Limited	Professional Fees	61,934.23
25-Mar-19	PA Consulting Services Limited	Professional Fees	47,279.90
05-Mar-19	PA Consulting Services Limited	Professional Fees	64,717.34
28-Nov-18	PA Consulting Services Limited	Professional Fees	58,974.50
24-Jul-18	PA Consulting Services Limited	Professional Fees	120,000.00

Invoice Date	Supplier	Subject Matter	Payment Amount £
09-Jul-18	PA Consulting Services Limited	Professional Fees	120,000.00
02-May-18	PA Consulting Services Limited	Professional Fees	138,488.40
02-Jul-18	Phoenix Software Limited	ICT	34,029.36
30-Jun-18	Redfern Travel Limited	Travel	51,652.81
30-Apr-18	Redfern Travel Limited	Travel	30,157.51
07-Jun-18	Redfern Travel Limited	Travel	40,104.66
31-Jul-18	Redfern Travel Limited	Travel	31,269.24
11-Mar-19	Renfrewshire Council	Property Costs	40,975.00
19-Jun-18	Renfrewshire Council	Property Costs	40,975.00
05-Sep-18	Renfrewshire Council	Property Costs	40,975.00
13-Dec-18	Renfrewshire Council	Property Costs	40,975.00
30-May-18	Scottish Enterprise	Property Costs	32,542.29
26-Jun-18	Scottish Government	Property Costs	30,765.78
04-Sep-18	Scottish Government	Property Costs	30,765.78
15-Jan-19	Scottish Government	Property Costs	31,349.91
14-Dec-18	Scottish Government	Property Costs	30,796.55
01-Oct-18	Scottish Government	Property Costs	30,765.78
29-Mar-19	Scottish Social Services Council	Staff Costs	31,850.59
08-Mar-19	Softcat Limited	ICT	60,000.00
05-Apr-18	South Lanarkshire Council	Property Costs	30,866.00
10-Apr-19	Space Solutions Scotland Limited	Property Costs	34,040.58
12-Oct-18	XMA Limited	ICT	688,053.96

6. Cumulative Payments over £25,000

There were 71 payees where cumulative payments exceeded £25k. Twenty-six of these suppliers (denoted by an *) also appear on the single payment list above. The total expenditure figure for these suppliers includes the single payments exceeding £25k listed above.

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
2	Aberdeenshire Council*	Non-Domestic Rates	104,669.69
25	Allander Print Limited	Printing	59,982.84
18	Alphabet (GB) Ltd	Car Lease	129,849.98
6	Anglian Water Business (National) Limited	Property Costs	46,716.47
26	APS Group (Scotland) Limited	Property Costs	56,113.91
3	Audit Scotland	Audit Fees	32,073.00
1	Brian Johnstone Insurance Brokers*	Car Insurance	25,142.40
2	BT Global Services - Receipting Department	Telephony	70,127.49

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
3	BT UK Business Accounts	Telephony	31,657.06
6*	C & W Assets Limited*	Rent	44,889.60
15	Canon UK Limited	Printing	66,236.50
23	Capita Business Services Limited	Telephony	168,282.68
1*	Capito Limited*	ICT	59,276.40
20	Ceteris (Scotland) Ltd	Rent	65,276.99
15	Childcare Vouchers Limited	Staff Costs	33,055.52
1*	Cornerstone OnDemand Limited*	Training	80,100.00
7*	Corporate Travel Management (North)*	Travel	284,271.24
13	Dundee City Council	Non-Domestic Rates	313,848.19
14	EDF Energy	Property Costs	106,712.62
22	Everything Everywhere Limited t/a Orange	Telephony	67,224.70
12	Exchange Communications Limited	Telephony	127,398.96
39	ExecSpace Limited	Room Hire	154,614.44
8	Faculty Services Limited	Administration Costs	26,250.00
6*	Flexiform Business Furniture Limited*	Furniture	61,916.06
3*	Fruition Partners UK Ltd*	ICT	50,631.84
7	Good Practice Limited	Training	77,752.80
15	Graham & Sibbald	Property Costs	85,971.79
5*	Gresham Office Furniture Ltd*	Furniture	49,954.08
1*	Hartnell Taylor Cook LLP*	Property Costs	50,810.10
12	Harvey Nash Consulting (Scotland) Limited	Staff Costs	92,321.75
2	Healthcare Improvement Scotland*	Staff Costs	82,625.13
5	HM Revenue & Customs (HMRC)*	VAT	232,563.04
8	HP Inc. UK Limited	ICT	35,677.98
4	Hugvit hf	ICT	64,340.00
4	Ideal Networks Limited*	Telephony	33,390.00
1	iESE Transformation Ltd	Administration Costs	26,055.40
8	Innovation Digital	Administration Costs	38,067.84
10	Insight Direct UK Limited*	ICT	333,096.94
4	International Centre for Business Coaching Ltd	Training	30,957.60
11	Jones Lang La Salle Limited*	Property Costs	162,763.76
4	Knowledge Academy Limited, The	Training	29,250.00
3	Livingston James Limited	Staff Costs	30,600.00
4	London & Scotland Property Asset Management Ltd*	Property Costs	356,203.20
4	Mallard Video Productions	Filming	35,055.00
21	McGill Electrical Ltd	Property Costs	25,271.51
6	NHS Ayrshire & Arran	Staff Costs	52,809.40

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
11	Northgate Arinso UK Limited	Payroll	50,436.78
5	nuVideo Limited*	ICT	46,770.00
4	NVT Group Limited	ICT	42,751.60
13	PA Consulting Services Limited*	ICT	1,157,270.02
30	Parity Resources Limited	Staff Costs	179,257.37
46	Pertemps Investments Limited	Staff Costs	141,805.18
8	Phoenix Software Limited*	ICT	104,024.61
14	Profile Security Services Limited	Property Costs	139,154.33
19	Pulsant (Scotland) UK	ICT	132,164.70
7	QA Limited	Training	25,015.80
6	Redfern Travel Limited*	Travel	231,125.63
13	Regent Office Care Ltd	Property Costs	144,971.40
26	Renfrewshire Council*	Non-Domestic Rates	181,114.68
12	Royal Bank of Scotland plc, The	GPC	160,433.58
51	Royal Mail	Postage	68,709.20
8	Scottish Children's Reporter Administration	Property Costs	52,231.64
1	Scottish Enterprise*	Property Costs	32,542.29
21	Scottish Government*	Property Costs	220,451.77
5	Scottish Natural Heritage	Rent	37,421.52
5	Softcat Limited*	ICT	82,177.34
11	South Lanarkshire Council*	Non-Domestic Rates	31,716.00
13	Stirling Council	Various	53,439.05
13	Storage 4 U Limited	Storage	66,062.13
10	Twenty One Colour	Printing	25,200.20
11	XMA Limited*	ICT	786,008.77

7. Government Procurement Card (GPC) Payments over £500

There were 69 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
22/02/2019	Amazon	Furniture & Equipment	649.00
01/03/2019	Amazon	ICT Hardware/Software etc	749.94
16/07/2018	Amazon	ICT Hardware/Software etc	521.68
27/09/2018	Amazon	ICT Hardware/Software etc	731.68
20/04/2018	Athema	ICT Hardware/Software etc	551.94

Payment Date	Supplier	Subject Matter	Payment Amount (£)
16/11/2018	Atlassian	ICT Hardware/Software etc	1,480.81
03/05/2018	Axure Software	ICT Hardware/Software etc	677.82
06/07/2018	Ayre Hotel	Accommodation	1,000.00
13/07/2018	Ayre Hotel	Accommodation	729.30
05/11/2018	Ayre Hotel	Accommodation	840.00
19/11/2018	Ayre Hotel	Accommodation	840.00
21/01/2019	Ayre Hotel	Accommodation	588.10
07/01/2019	Burts Hotel	Accommodation	625.00
03/10/2018	Circdata	Training & Development	870.00
05/07/2018	Cleverbridge	ICT Hardware/Software etc	825.90
01/10/2018	Colour Data Uk Ltd	Furniture & Equipment	597.25
11/10/2018	Colour Data Uk Ltd	Furniture & Equipment	585.54
13/06/2018	Commercial Services	Accommodation	685.94
07/05/2018	Crown Hotel (Stornoway)	Accommodation	653.17
07/05/2018	Crown Hotel (Stornoway)	Accommodation	900.00
18/06/2018	Dementia	Training & Development	990.00
21/02/2019	Drainstorm	Repairs & Maintenance	540.00
21/02/2019	DR MyCommerce	ICT Hardware/Software etc	679.00
23/05/2018	DR MyCommerce	ICT Hardware/Software etc	732.99
15/10/2018	Dundee City Council	Accommodation	593.00
01/05/2018	Facebook	Advertising	505.56
30/01/2019	Group.Bmj	Training & Development	759.75
30/01/2019	Group.Bmj	Training & Development	759.75
30/01/2019	Group.Bmj	Training & Development	759.76
30/01/2019	Group.Bmj	Training & Development	759.76
13/09/2018	Instant ssl Certificates	ICT Hardware/Software etc	539.94
07/02/2019	Instant ssl Certificates	ICT Hardware/Software etc	954.00
05/03/2019	Instant ssl Certificates	ICT Hardware/Software etc	539.94
02/10/2018	Kvelsdro House Hotel	Accommodation	1,015.00
20/08/2018	Lerwick Hotel	Accommodation	799.90
26/02/2019	Lock Shop & Security Shop	Furniture & Equipment	546.00
03/07/2018	Lyreco Uk Ltd	Stationery	522.55
03/09/2018	Lyreco Uk Ltd	Stationery	559.18
09/05/2018	Neopost	Postages	908.63
04/07/2018	Neopost	Postages	793.80
19/07/2018	Neopost	Postages	818.21
03/09/2018	Neopost	Postages	500.00
11/10/2018	Neopost	Postages	500.00
19/10/2018	Neopost	Postages	650.00
31/10/2018	Neopost	Postages	977.27
11/12/2018	Neopost	Postages	773.26

Payment Date	Supplier	Subject Matter	Payment Amount (£)
18/12/2018	Neopost	Postages	500.00
24/01/2019	Neopost	Postages	826.13
29/01/2019	Neopost	Postages	743.00
18/04/2018	Northlink Ferries	Travel	504.20
23/04/2018	Northlink Ferries	Travel	504.20
11/06/2018	Northlink Ferries	Travel	692.80
16/08/2018	Northlink Ferries	Travel	618.00
13/03/2019	Northlink Ferries	Travel	554.00
04/07/2018	Office Needs Direct	Stationery	624.18
09/10/2018	Plastor Limited	Furniture & Equipment	970.02
13/09/2018	Premier Inn	Accommodation	892.45
11/07/2018	Quest Software Inc	ICT Hardware/Software etc	997.44
18/10/2018	Scottish Autism	Training & Development	500.00
31/10/2018	Scottish Autism	Training & Development	500.00
05/11/2018	Scottish Autism	Training & Development	500.00
13/03/2019	Sli Do	Subscriptions & Publications	900.00
12/12/2018	Sprout Social, Inc	Subscriptions & Publications	524.01
12/06/2018	Stirling Court Hotel	Venue Hire	670.00
10/09/2018	Temple View Hotel	Accommodation	996.45
19/10/2018	The Ux Conference	Training & Development	837.60
19/10/2018	The Ux Conference	Training & Development	837.60
19/10/2018	The Ux Conference	Training & Development	837.60
21/08/2018	Xma Ltd	ICT Hardware/Software etc	669.11

8. Remuneration in Excess of £150k

No Board Member or employee received remuneration in excess of £150k. Details of the remuneration of Board Members and senior management are published in the Remuneration & Staff Report section of the Annual Report and Accounts. The Annual Report and Accounts of the Care Inspectorate is also available on this website.

9. Statement on Sustainable Economic Growth

The Care Inspectorate is the official body responsible for inspecting standards of social work and social care in Scotland. That means we regulate and inspect care services to make sure they meet the right standards. We also carry out joint inspections with other bodies to check how well different organisations in local areas are working to support adults and children. We help ensure social work, including criminal justice social work, meets high standards.

It is our responsibility to provide assurance and protection for people who use services, their families and carers and the wider public. We play a key part in improving services for adults and children across Scotland, acting as a catalyst for change and innovation and promoting good practice.

We regulate some 14,000 care services. The largest number of these are childminders, care homes, care at home, day care of children, and housing support. In addition, we also regulate adoption and fostering services, secure care, school accommodation, nurse agencies, and offender accommodation.

Our regulatory work includes registering and inspecting care services, dealing with complaints and carrying out enforcement action, where necessary, to make services improve.

Our joint inspections for children's services and adults' services examine how well services are provided in community planning partnership areas and integration authorities, and how well services are working together to improve the outcomes for children, young people and adults. These inspections are carried out in collaboration with our partner regulatory agencies to ensure that scrutiny approaches are better aligned, duplication is avoided, and resources are targeted appropriately to mitigate risk, provide assurance and support improvement in public service planning, commissioning and delivery.

We also provide scrutiny of social work services in Scotland's 32 local authorities and partners, including community justice. In 2018-19, we operated with a team of link inspectors, who work with each social work department, community planning partnership and integration authority, and with community justice partners. We help them evaluate their own practice and promote constructive challenge to help improvement. If things go seriously wrong in criminal justice social work, we help make sure the right lessons are learned by providing scrutiny of serious incident reviews.

The Care Inspectorate's work touched the lives of most people in Scotland. People who use care services are of all ages and backgrounds and from urban, suburban and rural communities. Regulating and supporting improvement in care is therefore of significant social, community and economic importance.

The Care Inspectorate worked with care services, the Scottish Government and other public bodies to improve the quality of all care services and help reduce health and social inequalities across Scotland.

The majority of care services we regulate are employers, and the majority operate in the private sector. Because it is unlawful for a care service to operate without being registered with the Care Inspectorate, we act as gateway to the market. Our registration processes are designed to ensure that care services and providers are fit for purpose and will offer safe, high-quality and compassionate care. In our registration work, we seek to balance the need for rigour and public protection with support for services wishing to register. We have improved our registration processes to enable more high-quality decisions to be made more quickly, including

using 'lean' approaches. Whilst our registration categories are fixed in statute, we seek to support innovative models of service delivery which respond to a changing policy landscape and people's needs.

We have also sought to ensure that our scrutiny work remains rigorous but is also proportionate and based on risk and intelligence. Over recent years, we have developed our approach to changing our inspection methodology, with a growing focus on outcomes for people using services rather than an older compliance model. Our methodology for inspection helps reduce the perceived burden of regulation on providers whilst maintaining rigour and being even more outcomes focused. In 2018-19, we developed new models of scrutiny for community justice and criminal justice social work in collaboration with the sector. We also developed a new model of inspection for child protection and children and young people, reflecting the Scottish Government's child protection improvement programme.

Our Involving People Group enables people who experience care and support, and their carers, to discuss issues relating to care and support services, and the Care Inspectorate's approach. People who use services and their carers influenced the new National Care Standards Review, contributed to inspector training, attended high-level project groups, gave feedback on our new corporate plan consultation and facilitated achievement of our Investors in Volunteers Award.

Inspection volunteers – who have experience of care services – accompany our inspectors in a proportion of regulated care services. They talk to people who use the service, and their carers, and make observations based on their own experience. We continued our recruitment programme for inspection volunteers in order to support a desired increase in the number of inspections involving an inspection volunteer. Annually, our inspection volunteers attend some 600 inspections and speak to around 5000 people who experience care services.

With regard to environmental sustainability, the Climate Change (Scotland) Act 2009 sets high targets for Scotland to reduce carbon emissions by 80% by 2050. Public bodies are tasked to support this initiative by reducing their carbon emissions. During 2018-19, the Care Inspectorate implemented a revised Carbon Management Plan incorporating specific targets that have been approved by the Carbon Trust. This includes areas such as energy consumption, business travel, sustainable procurement and our working environment.

We now have accommodation sharing arrangements with other public sector bodies in 10 of our 14 offices. This delivers wider financial and environmental benefits to the public sector.

All of our core functions involve travel given our national remit and, whilst we continue to explore the most environmentally effective mode of travel, it is anticipated that travel will remain our biggest challenge to meeting the target reduction. We continue to make it clear to our staff that they must consider the environmental impact when deciding how to travel. We have continued to invest in technology which can reduce the need for travel to meetings.

We have a Youth Employment Strategy to help tackle youth unemployment, and

offered internships in different areas of the organisation. We maintain offices across a wide variety of urban, rural and island communities, supporting employment in those areas.

We are committed to continuing improvements in sustainable procurement. This means taking into account social, economic and environmental considerations as part of the procurement process. When preparing and evaluating tenders, we consider sustainability in a way that is relevant and proportionate to the procurement process. Our Annual Procurement Report gives more detail on our progress in achieving our sustainability procurement priorities.

During the course of the year, we have paid cognisance to the Scottish Regulators' Strategic Code of Practice.

10. Statement on Efficiency

As stewards of public resources, the Care Inspectorate recognises its responsibility to deliver increased value through improvement in the economy, efficiency and effectiveness of its functions, while demonstrating the added value it contributes to the public sector.

Scottish Ministers expect all Accountable Officers of the Scottish Administration and other Public Bodies to comply with the duty of Best Value placed upon them. Compliance with the duty of Best Value (as described in the Scottish Public Finance Manual (SPFM)) is an auditable requirement and subject to scrutiny.

The duty of Best Value, as set out in the SPFM, is:

- to make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance,
- to have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.

One of our key priorities outlined in our Corporate Plan is to develop a best value approach underpinned by an efficiency savings regime to identify areas for savings, investment and growth. This will enable us to meet future financial challenges, working collaboratively with our staff and partner bodies to identify ways of reducing duplication and deploying flexible, innovative approaches to evidence public value. We are committed to exploring and developing shared services with partner organisations as a key element of public sector efficiency and reform.

2018-19 Best Value Assessment

There are nine characteristics of Best Value that are set out in the SPFM. However, the Scottish Government has issued guidance to focus on five generic and two cross-cutting themes that define the expectations placed on Accountable Officers by the Duty of Best Value.

An assessment of how the Care Inspectorate met the criteria in 2018-19 was carried

out by the Executive Team and reported to the June 2019 Board. One of the best value criteria is “Use of Resources”. Whilst a broader topic than efficiency, it incorporates many aspects of efficiencies reporting.

The “Use of Resources” theme focuses on how a Best Value organisation ensures that it makes effective, risk-aware and evidence-based decisions on the use of all of its resources.

A Best Value organisation will show that it is conscious of being publicly funded in everything it does. The organisation will be able to show how its effective management of all resources (including staff, assets, information and communications technology (ICT), procurement and knowledge) is contributing to delivery of specific outcomes.

The Care Inspectorate demonstrated that it was working to secure best value at a strategic level in 2018-19 through the following:

- The Care Inspectorate determines a significant proportion of its staffing resources and budget allocation through the use of resource models. The time assumptions are evidenced by time recording and staff workload capacity monitoring tools.
- We are reviewing our budget process to align with the Scottish Parliament's revised budget scrutiny process and the recommendations of the Budget Process Review Group.
- Our ongoing business transformation process is performing a fundamental review of our scrutiny and improvement methodology. The methodology is reviewed to ensure we make the best use of the information and intelligence available to us and that we deploy our staff in the most effective and efficient way.
- In tandem with the changes to methodology we are using an Agile development approach to replace our existing ICT systems with modern and flexible systems that effectively supports our scrutiny and improvement methodology as it changes and develops.
- Our estates strategy is intended to ensure the Care Inspectorate makes efficient and effective use of its estate. All Care Inspectorate properties are leased. At all lease break points and end of lease dates fundamental reviews are undertaken to determine if a presence is still required in that area and if so, what alternatives are available. This review process involves the Scottish Government Property Department to ensure that the use of publicly owned or leased property is optimised.
- We have developed and are continuing to implement a new Professional Development Award. This award will continue to be developed to support the development of our staff.
- Although our Sponsor Department are only in a position to confirm our funding position around the start of the financial year, budgets are prepared on a rolling three-year basis. Our financial strategy looks at net expenditure and funding forecasts for the next seven years.
- We have a procurement strategy in place. We have a shared service arrangement with the Scottish Government Procurement Directorate to deliver procurement expertise and capacity when required. Competitive practice is our norm. Our policy is for all contracting opportunities to be advertised on the Public

Contracts Scotland advertising portal. Non-competitive action is exceptional and a specific approval process is required.

Several operational initiatives were in place or being developed during the year to support best value including:

- Monthly meetings involving Scrutiny and Assurance senior managers, Finance and Human Resources representatives are held to monitor inspection, complaints investigation and registration capacity and to plan deployment and future recruitment of operational staff.
- Work has commenced on a strategic workforce plan. This includes a Career Pathways pilot to determine the feasibility of deploying different types of scrutiny staff. This pilot is due to be evaluated in 2019/20.
- Our financial strategy is reviewed at least annually and is reported to and considered by the Board.
- The Care Inspectorate has a shared service strategy which has been agreed by the Board. Several support services are delivered on a shared service with the Scottish Social Services Council and the Office of the Scottish Charities Regulator. The option to use or develop shared services is considered as part of the development of all new initiatives and in the business cases for creating new posts or filling vacant posts under our Establishment Control procedure.
- We continued to invest in staff undertaking LEAN training with a further 31 staff trained in 2018/19. This demonstrates a continued investment in improving efficiency and effectiveness across the Care Inspectorate.
- The Business Transformation and Digital Transformation change programmes are progressing well and the newly developed complaints application was launched in March 2019. Timings are built into the app to enable efficiencies to be tracked against the current benchmark. A formal review of the new application will be undertaken early in 2019/20 and the learning from this will be built into the development of future apps.
- Stage 1 of the Information Governance (IG) Improvement programme of work has been completed and was signed off by the Executive Group. The theme for this stage was 'Getting the Basics Right' and has seen some fundamental building blocks delivered to underpin our IG culture. Stage 2 of the action plan has the theme "Safer and More Secure".

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànanan eile ma nithear iarrrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

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